



IN THE LOOP

ARMY ENTERPRISE MARKETING OFFICE NEWSLETTER
ISSUE 12 • SUMMER 2021



Summer in Chicago

There's nothing quite like summer in Chicago. All season long, the team has taken advantage of the beautiful weather to explore the city and all it has to offer. Summer means transition in the Army - meet our new teammates as they finally get to meet each other from behind the computer screens. Summer also marks AEMO's two year anniversary and boy do we have a lot to share!

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Who's New

Summer 2021

Welcome to the new personnel who have joined our AEMO team this summer!

Maj. Khristina Allen – Served as an Executive Officer, 1-40th Field Artillery Battalion at Fort Sill, Okla. She joins AEMO on the Social and Earned Media Team in Marketing Execution Directorate.

Maj. Jason Bogardus – Served as Assistant Professor in PL350, Advanced Military Leadership, Department of Behavioral Sciences and Leadership at West Point. He joins AEMO as a Plans and Strategy Officer in Strategy, Innovation and Data Directorate.

Maj. Andy Boyd – Served as Operations Research Analyst, Futures & Concepts Center, Army Futures Command at Fort Eustis, Va. He joins AEMO as the Joint Advertising, Market Research & Studies (JAMRS) liaison officer.

Maj. Steven Carlson – Recently completed Command and General Staff College at Fort Leavenworth, Kan. He joins AEMO as a Marketing Officer in Marketing Execution Directorate.

Staff Sgt. Jaron Eaton – Served as the Platoon Sergeant for the U.S. Army Reserve's 7247th Medical Support Unit, at Fort Sill, Okla. He joins AEMO on Active Duty for Operational Support (ADOS) orders serving as the Security Manager.

Sgt. William Hansen – Served as the Site Security Manager as an Active Guard Reserve Soldier for the 2-150th Field Artillery Battalion, Indiana National Guard. He joins AEMO on ADOS orders serving as the Human Resources non-commissioned officer.

Maj. Kevin Kumlien – Served as Assistant Professor/Course Director, MG380 Marketing, Department of Behavioral Sciences and Leadership at West Point. He joins AEMO as the Research Integration Lead in Strategy, Innovation and Data Directorate.

Capt. (P) Michael Monday – Recently completed in-resident MBA program at Pacific Lutheran University. He joins AEMO as Research and Innovation Officer in Strategy, Innovation and Data Directorate.

Maj. Sheena Rubin – Recently completed Command and General Staff College at Fort Leavenworth, Kan. She joins AEMO as a Product Manager in Strategy, Innovation and Data Directorate.

Capt. Jacob Thomson – Recently completed Graduate School at the University of Denver. He joins AEMO as Campaign Support Manager in Marketing Execution Directorate.

Maj. Erika "Zi" Zimmerman – Served as Executive Officer and S3 of the Army's largest Military Police Battalion, 709th MP BN, Vilseck, Germany. She joins AEMO as a Marketing Product Manager for Officership and Multicultural in Strategy, Innovation and Data Directorate.

Impacts of Army Marketing – Two Years in the Making

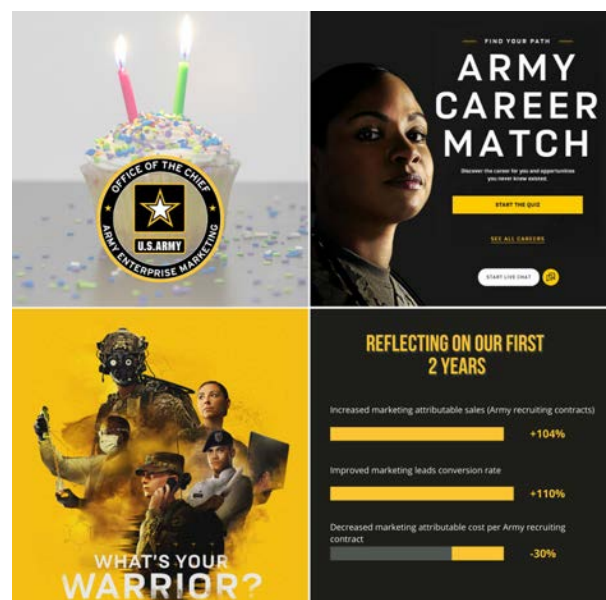
Maj. Aaron Stark

Two years ago, the Army leadership identified the need for, and established, the Army Enterprise Marketing Office (AEMO). We sought to create a cutting-edge marketing organization for the Army, including using a novel hiring process to attract and hire the best marketing talent from across the Army. Looking back on the two years since AEMO's founding, it is remarkable to reflect on those first few planning meetings with the Army leadership to now see what the organization has accomplished in such a short period of time. It has been a monumental effort that was only possible by assembling such a talented team to innovate and create a marketing organization and structure comparable to successful Fortune 500 companies.

"Every member of AEMO involved in implementing our new strategy and procedures, had a direct impact on these results," said Maj. Gen. Alex Fink, the Army's chief marketing officer. "These results are the product of all of us building a new organization using a new strategy, processes, and implementing marketing expertise." AEMO's success can be characterized on three levels: Key Inputs, Key Outputs, and most importantly, Impact on the Army and making the Army an irresistible career choice. Here is summary of a few key results.

Key Inputs

- Completely altered the Army's marketing strategy and approach.
- Established new operating regulations and business procedures that direct what and how to measure marketing performance at all levels.
- Implemented data infrastructure to improve data accuracy and attribution.
- Designed and implemented a regional marketing system to improve the resonance and relevance of the Army's message with diverse areas of America.
- Refined channel strategies that access potential Soldiers and improved funnel systems to process the customer journey, resulting in marketing attributable leads and contracts.
- Hired the best talent from across the Army and civilian sectors to manage the marketing enterprise.



"I'm really proud of what the AEMO team has achieved for the Army," said Fink. "We are on a trajectory for this to continue to improve significantly in the coming years."

Two Years in the Making Continued

Maj. Aaron Stark

Key Outputs

- **New channel innovations**, which include the Contact Center on GoArmy.com where chat lead volume has grown by 152% year over year. The Contact Center allows people who are completely unfamiliar with the Army to learn about service options while allowing the prospect to remain in control of the process. It is a new way to approach the traditional recruiting channels and has resulted in a lead-to-contract conversion rate of 20:1, a 100% improvement over other traditional marketing channels.
- **Regional Marketing Mix Modeling systems** that allow AEMO to identify marketing performance contributors at a regional level and then adjust the approach. This opens opportunities for testing to improve performance or shift future funding across regions.
- **Career Match Tool 2.0** was launched on GoArmy.com in November 2020, which leverages advanced technology to pair an individual's interests with Army career options. The tool has been a success, with 22% of all website-driven-leads coming from the Career Match Tool.
- **Dynamic Creative Optimization (DCO)** has increased the rate of prospects contacting a recruiter for an appointment by 5%, a significant increase for a critical step in the accessions funnel.

Army-wide impact:

- **Increased marketing attributable Army contracts** by **104%**. Marketing attributable contracts now account for almost 30% of the Army's total enlisted Active-Duty contracts.
- **Improved marketing Leads-to-Contract conversion** rate by **110%**. This is on glide path to reach 160% improvement by the end of FY22.
- **On track to decrease marketing cost-per-contract** by **30%**, a projected performance improvement worth \$60.2M in FY21 alone.
- **Improved marketing lead quality** by reducing total leads by **21%** while increasing total marketing attributable contracts by **104%**.



Aaron Stark

Major Stark is the Director of the Army Enterprise Marketing & Behavioral Economics Program. Additionally, he oversees the Marketing Research Cell located at West Point. He helped design and launch the Army Enterprise Marketing Office.

New Marketing Execution Director

Summer 2021



Lt. Col. John Horning – Marketing Execution Director

Lt. Col. John Horning recently joined AEMO as the Director of Marketing Execution. Lt. Col. Horning is originally from Houston, Texas and is a 1994 graduate of the United States Military Academy. He commissioned as an Armor officer and led/commanded armor and cavalry formations from platoon to squadron-level. Lt. Col. Horning had a break in active service in which he worked as an Assistant Brand Manager at Procter & Gamble and a Brand Manager at Warsteiner, USA. While away from active duty, he also served in the Ohio Army National Guard. Most recently, he served as the Senior Cavalry Observer/Controller at JRTC and just completed the Army War College. Marketing Execution develops appealing and informative creative executions that communicate the benefits of Army service to our target market in an engaging way, and then distributes those executions using national, local, and social media and our own GoArmy.com website.

Promotions

Summer 2021

Congratulations to our newly promoted teammates! Brandon Mace, U.S. Army Reserve, who serves as AEMO's creative execution officer, was promoted to Lieutenant Colonel. Kate Nelson who recently joined AEMO as a national media marketing officer was promoted to Major.



Maj. Gen. Fink promotes Lt. Col. Mace with his family.



Lt. Col. Horning promotes Maj. Nelson with her parents.

Performance Measurement Framework

Maj. Austin "DZ" Dziengelewski

AEMO is implementing a new Performance Measurement Framework (PMF) and on the surface it's very simple: money goes in, and contracts come out. Our success will ultimately be determined by the amount of contracts we obtain with our money. This approach is based on the strategic logic of Ends-Ways-Means. The ends, or desired outcomes, are measured as the support to the Army Accessions Enterprise, which AEMO measures in contracts. The ways, or methods, are the activities that take place in the marketing funnel, which can be measured by a variety of metrics at each stage in the funnel. The means, or resources, is funding from the AEMO budget, measured in dollars.

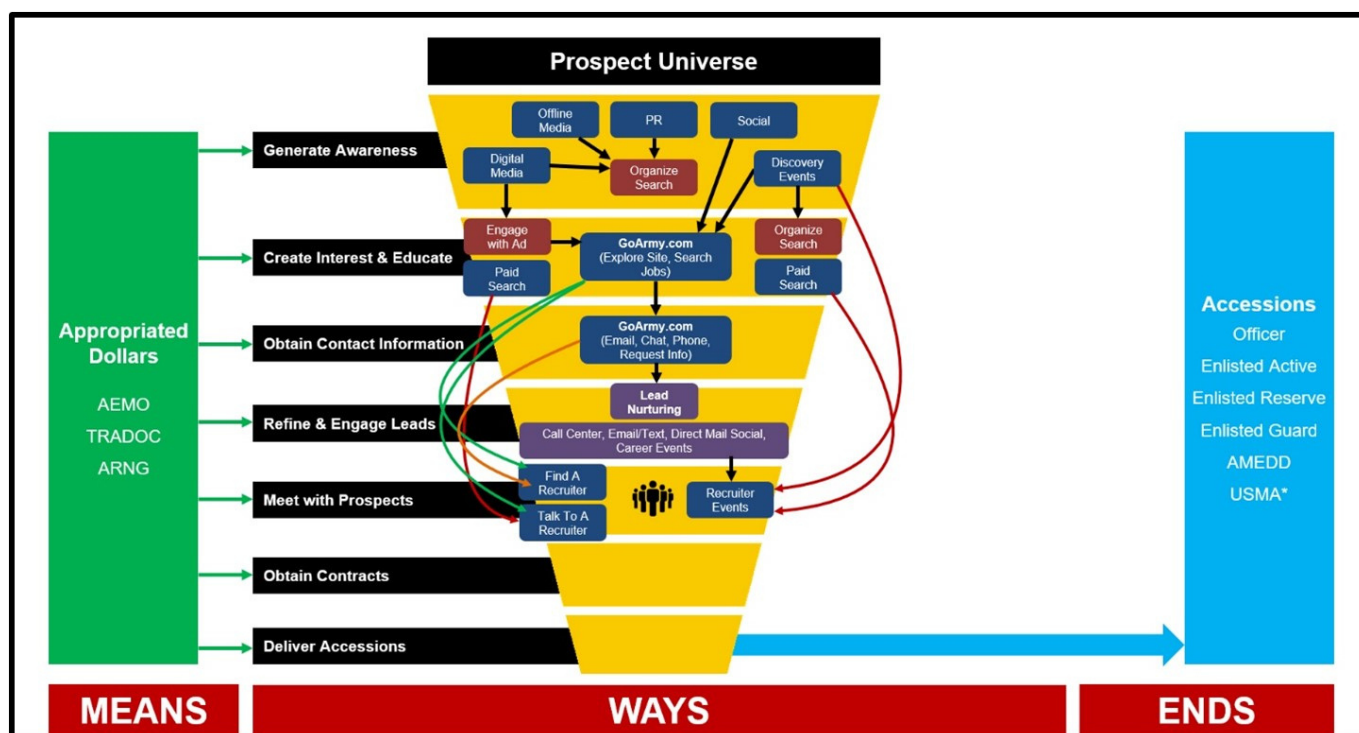


Figure 1. The Army Marketing Funnel

This PMF is nested with the return on investment (ROI) outlined in DA PAM 601-208, which defines ROI by the amount of Individual Entry Training (IET) contracts you get with marketing dollars:

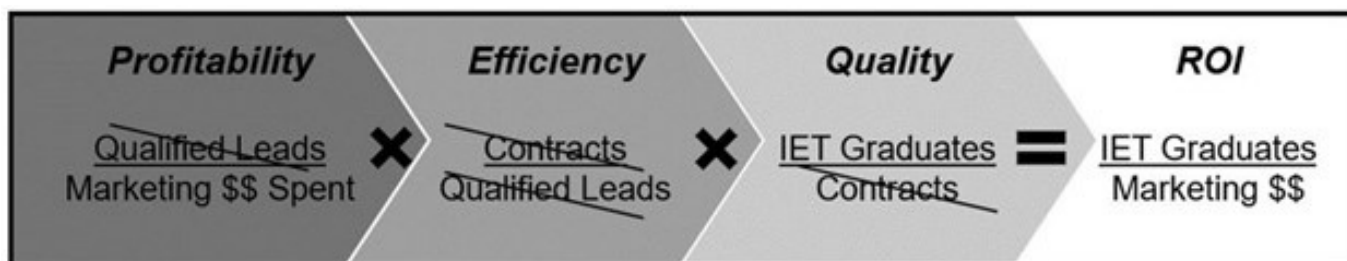


Figure 2. Army Marketing ROI Framework

PMF – Continued

Maj. Austin "DZ" Dziengelewski

AEMO supports the accessions enterprise by conducting marketing activities in the marketing funnel to deliver contracts to the accessions enterprise; money is then spent by TRADOC to convert these contracts into IET graduates. Overlaying the ROI framework from DA PAM 601-208 on the marketing funnel, AEMO defines ROI as the number of marketing attributable contracts produced in terms of the total amount of budget spent:

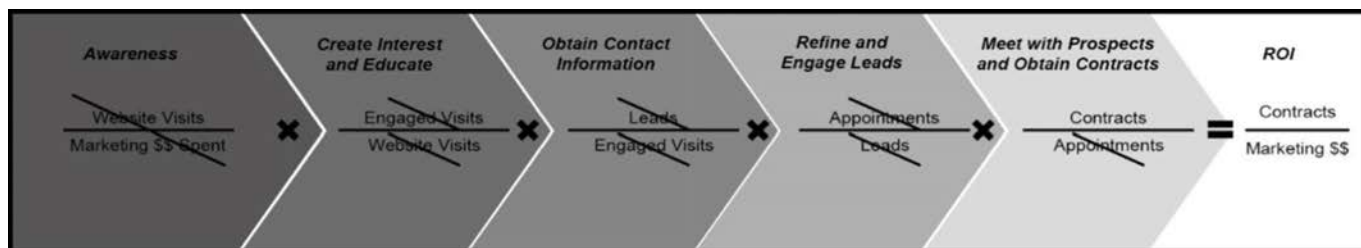
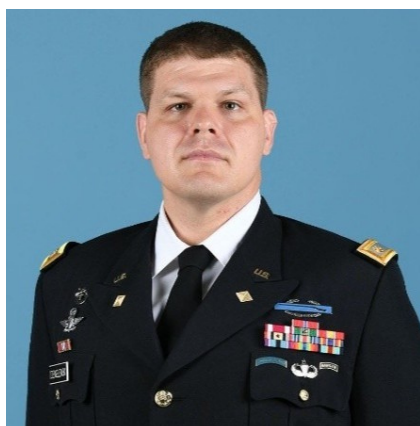


Figure 3. AEMO ROI Framework

This ROI uses the Ends-Ways-Means strategic framework where the ends is contracts and the means is the AEMO budget; the marketing activities are the ways.

We understand that contracts are not a commodity. This framework is informed by Army strategic documents such as the Army People's Strategy, the TRADOC Accession Mission Letter, and our own Army Marketing Plan (AMP). Decision makers have a choice to use lower ROI marketing activities to obtain contracts with regards to component, diversity, region, and other factors to support objectives outlined in these strategic documents.

Central Performance Hub measurements won't change; we will still measure impressions, click through rates, and electronic business cards (eBRCs). However, this framework ensures those measurements are nested with our dollars spent and our contracts produced in line with our objectives and key results in the AMP. For a more detailed understanding of our PMF, read the draft Measurement Appendix (Appendix B) to the Army Marketing Implementation Plan.



Austin "DZ" Dziengelewski, CDFM

Major Dziengelewski is a Marketing Officer (FA58) currently serving in the Army Enterprise Marketing Office since 2020. DZ is the lead of the Central Performance Hub within the Strategy, Innovation and Data Directorate.

Summer Fun

Summer 2021

AEMO team members explore all Chicago has to offer. Known for beautiful summers, live music, art, and deep dish pizza among many other things, Chicago has much to enjoy.



AEMO team members Felicia McGurran and Laura DeFrancisco enjoy Chicago White Sox (Re)Opening Night. First game of the season open to full fan capacity, June 25, 2021.



Maj. Herman Bulls and his family enjoying time together at Goose Island Brewery in Lincoln Park and a solar robot building event at the USO at Great Lakes Naval Station.



Maj. Gen. Alex Fink and Maj. Shannon Wax pose together on day two of the 2021 Register's Annual Great Bicycle Ride Across Iowa. RAGBRAI is a seven day bicycle touring event, which began in the 1970s, and is the oldest, longest and largest multi-day biking event in the world. Fink and Wax ran into each other by chance at RAGBRAI, wearing the same Army jersey among 10,000 registered week-long riders and over 2,000 day riders.

Summer Fun Continued

Summer 2021



Maj. Steve Carlson and his family enjoy the Navy Blue Angels at the Chicago Air Show and the Marvel Universe of Super-Heroes exhibit.

New team member Maj. Sheena, Rubin's dog, and daughter enjoying their arrival in the Buena Park area and the great weather while exploring Chicago.



Summer views along the Chicago Park District Lakefront Trail by Felicia McGurren.



Lollapalooza returns to Chicago attended by a number of AEMO members.

